311 HSW

Source Selection Process for Global Engineering, Integration, and Technical Assistance 05

Purpose

311 HSW

- Give you insight in how and why the RFP is developed
- Give you insight into how the Gov't evaluates proposals
- Objective is to "demystify" the source selection process:
  - Encourage more participation, especially small businesses
  - Improve offeror's potential for awards
- Objective is for the Gov't to get better proposals to choose from

Topics

311 HSW

- RFP Development Process
- Evaluation Factors/Subfactors
- Overall Assessment
- Exchanges / Evaluation Notices
- Summary

RFP Development Process

RFP Development Process

311 HSW

- Define program requirements that meet our customer's needs
- Identify program risks associated with the requirements
- Analyze risks to determine priority and risk handling approach
- Develop a mitigation strategy for the highest risks
- Use RFP discriminators to mitigate program risks

Solicitation - Uniform Contract Format

311 HSW

Part I -- The Schedule

- **A Solicitation/contract form.**
- **B Supplies or services and prices/costs.**
- **C Description/specifications/statement of work.**
- **D Packaging and marking.**
- **E Inspection and acceptance.**
- **F Deliveries or performance.**
- **G Contract administration data.**
- **H Special contract requirements.**

Part II -- Contract Clauses

- **I Contract clauses.**

Part III -- List of Documents, Exhibits, and Other Attachments

- **J List of attachments.**

Part IV -- Representations and Instructions.

- **K Representations, certifications, and other statements of offerors or respondents.**
- **L Instructions, conditions, and notices to offerors or respondents.**
- **M Evaluation factors for award.**

RFP Development Process

311 HSW

Sec M (Evaluation Criteria):

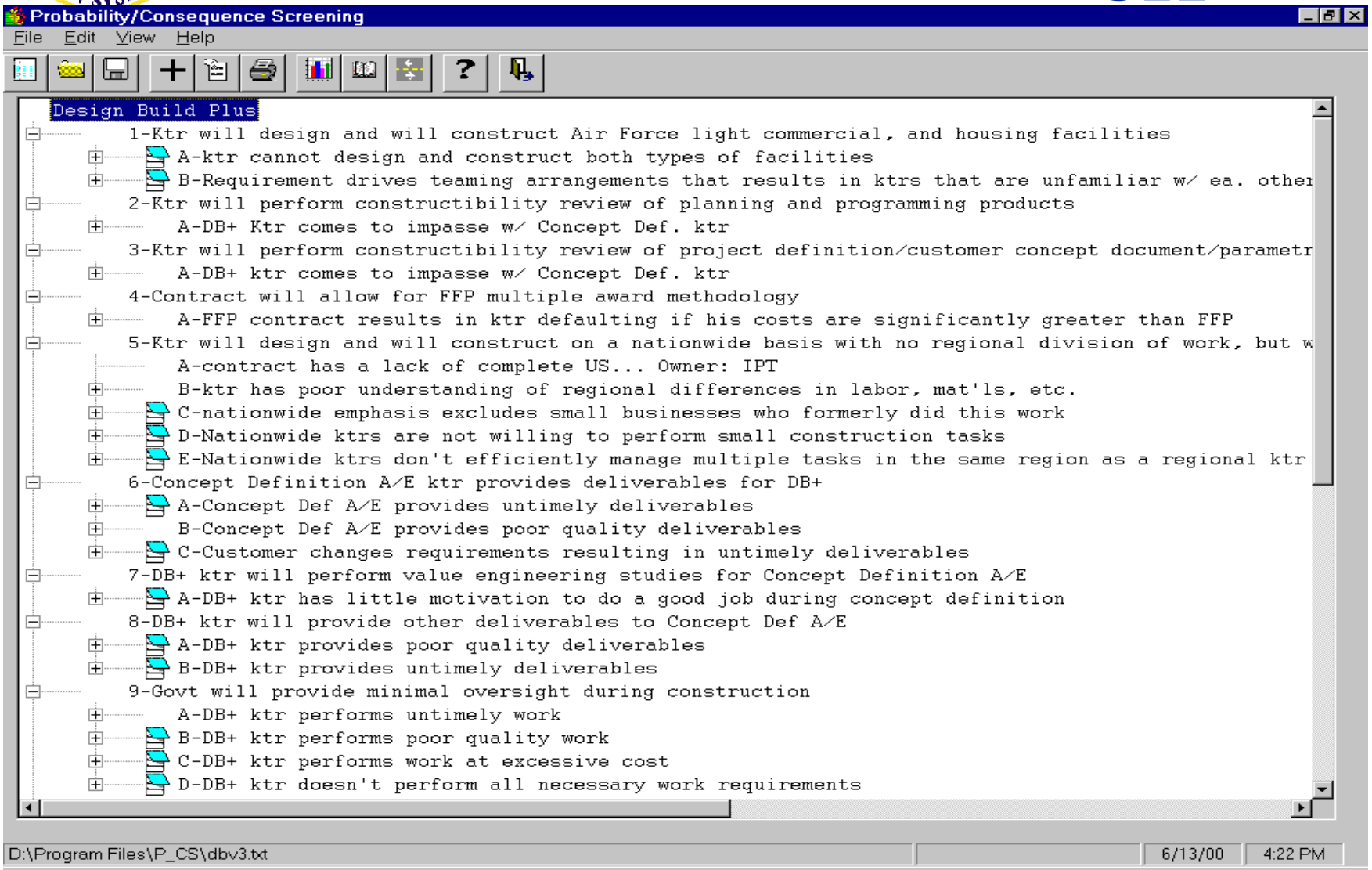
- Most important
- Represents about 95% of entire acquisition strategy
- Rules of selection; forms compact with offerors:
  - » "Gov't says what they are going to do in Sec M. Then, during source selection, they will do what they said they were going to do."

Sec L (What information offeror must submit to be evaluated against Sec M criteria):

- Sec L and Sec M should track closely
- Requests only minimum data needed to evaluate proposals

Example Risk Assessment

311


Probability/Consequence Screening
File Edit View Help
Design Build Plus
1-Ktr will design and will construct Air Force light commercial, and housing facilities
A-ktr cannot design and construct both types of facilities
B-Requirement drives teaming arrangements that results in ktrs that are unfamiliar w/ ea. other
2-Ktr will perform constructibility review of planning and programming products
A-DB+ Ktr comes to impasse w/ Concept Def. ktr
3-Ktr will perform constructibility review of project definition/customer concept document/parametr
A-DB+ ktr comes to impasse w/ Concept Def. ktr
4-Contract will allow for FFP multiple award methodology
A-FFP contract results in ktr defaulting if his costs are significantly greater than FFP
5-Ktr will design and will construct on a nationwide basis with no regional division of work, but w
A-contract has a lack of complete US... Owner: IPT
B-ktr has poor understanding of regional differences in labor, mat'ls, etc.
C-nationwide emphasis excludes small businesses who formerly did this work
D-Nationwide ktrs are not willing to perform small construction tasks
E-Nationwide ktrs don't efficiently manage multiple tasks in the same region as a regional ktr
6-Concept Definition A/E ktr provides deliverables for DB+
A-Concept Def A/E provides untimely deliverables
B-Concept Def A/E provides poor quality deliverables
C-Customer changes requirements resulting in untimely deliverables
7-DB+ ktr will perform value engineering studies for Concept Definition A/E
A-DB+ ktr has little motivation to do a good job during concept definition
8-DB+ ktr will provide other deliverables to Concept Def A/E
A-DB+ ktr provides poor quality deliverables
B-DB+ ktr provides untimely deliverables
9-Govt will provide minimal oversight during construction
A-DB+ ktr performs untimely work
B-DB+ ktr performs poor quality work
C-DB+ ktr performs work at excessive cost
D-DB+ ktr doesn't perform all necessary work requirements
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Edit View Help

Design Build Plus

1-Ktr will design and will construct Air Force industrial, commercial, and housing facilities

A-ktr cannot design and construct all three types of facilities

B-Requirem

2-KTR will per

A-DB+ Ktr

3-Ktr will per

A-DB+ ktr

4-Contract wil

A-Contract

B-DBIA ind

C-GMP cont

5-Ktr will des

6-Govt will em

7-Govt will ov

8-Govt will pr

9-Ktr will per

10-Ktr will pe

A-Ktr has

11-Ktr will co

12-Ktr will pe

13-Ktr will pe

14-Ktr will pe

15-Govt will h

16-Govt and Co

17-Ktr will be

18-Ktr will pr

19-AF defines the key elements and all criteria of each of its proposed projects

20-AF agrees to the floor plan, exterior elements and site of each of its projects it proposes in a timely manner

21-O&M Funding, MCP design funding, and MCP construction funding is provided on a timely basis

22-In using the GMP contract, the DB+ contractor will cooperatively work with the AF to produce the intended facil

others practices

ametric estimate pro

but w/ a regional ca

Risk Assessment

Risk: Ktr has little motivation to do a good job durir

Owner:

Probability of Occurrence

- [ ] No Risk
- [ ] Level 1: 0 - 10%
- [ ] Level 2: 11 - 40%
- [ ] Level 3: 41 - 60%
- [x] Level 4: 61 - 90%
- [ ] Level 5: 91 - 100%

OK

Cancel

?

Annotations

contractor likely to identify VE items under working design as opposed to concept definition; improprieties would show up under past performance;

Consequence of Occurrence

Performance | Schedule | **Cost (Minor)**

- [ ] Negligible
- [x] Minor
- [ ] Moderate
- [ ] Serious
- [ ] Critical

Cost Sheet

+ v2.txt

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Risk Analysis Example

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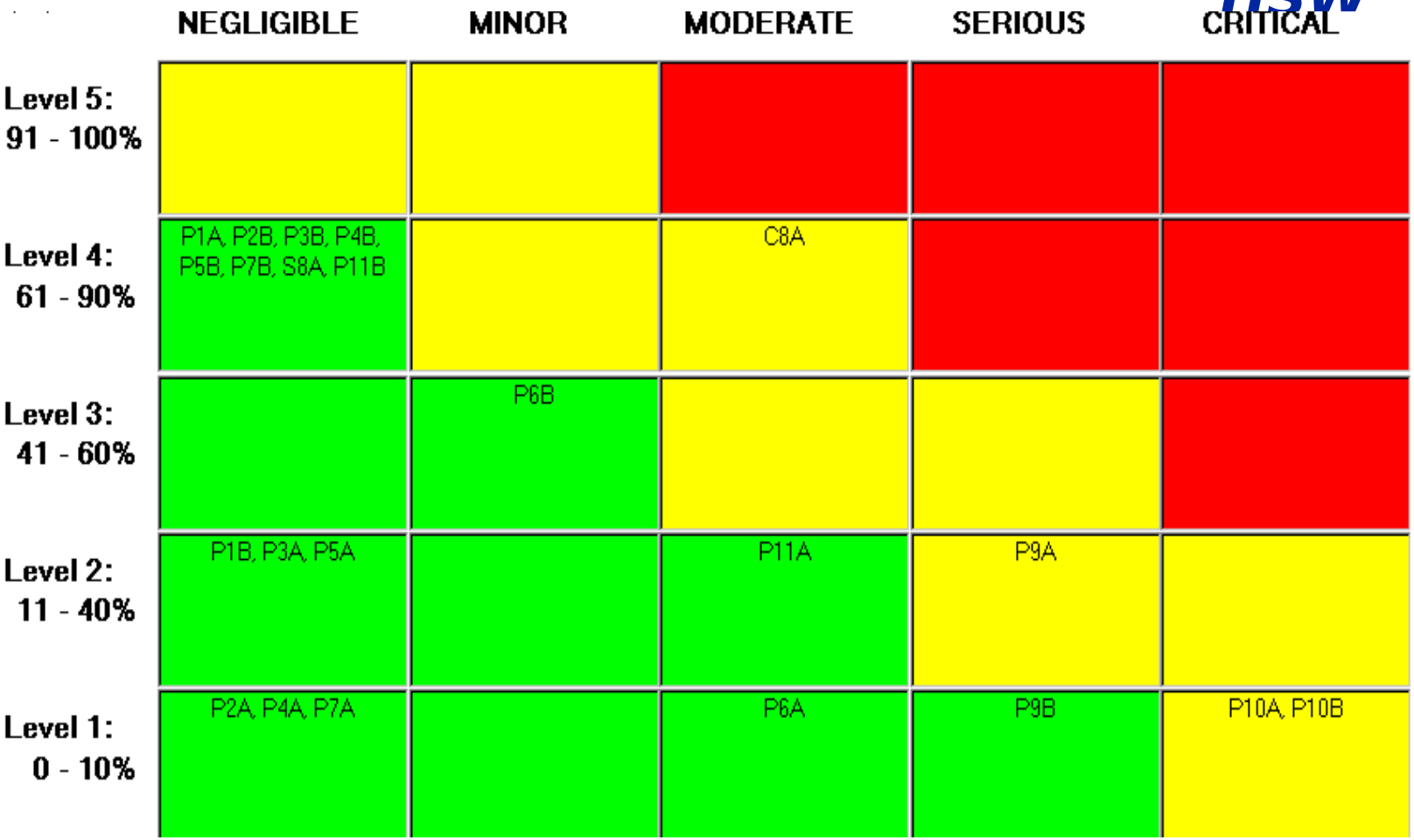

	NEGLIGIBLE	MINOR	MODERATE	SERIOUS	CRITICAL
Level 5: 91 - 100%					
Level 4: 61 - 90%	P1A, P2B, P3B, P4B, P5B, P7B, S8A, P11B		C8A		
Level 3: 41 - 60%		P6B			
Level 2: 11 - 40%	P1B, P3A, P5A		P11A	P9A	
Level 1: 0 - 10%	P2A, P4A, P7A		P6A	P9B	P10A, P10B

Risk Handling Example

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RISK	PRE	APPROACH	POST
C8A – Contractor has ineffective Program Management capabilities, requiring excessive Gov't Oversight	M	• **RFP Discriminator: CSOW and IMP evaluated for effective program management** • **RFP Discriminator: Past Performance Questionnaire** • Incentivize through Award Fee or Incentive Fee in contract structure	L
P9A – Contractor does not perform adequate testing due to financial contraints P10A – Contractor does not provide updates to the Performance Spec due to financial contraints.	M	• Program can shift ECO resources to complete testing or Spec • RFP Discriminator: Scrutinize cost mgt & cost realism in proposal and cost mgt in past performance.	L
P10B – Contractor does not update Performance Spec due to poor contract performance / lack of technical ability	M	• RFP Discriminator: CSOW and IMP evaluated for effective program management and past performance. • RFP Discriminator: Technical Experience and Technical Approach (technology, risk, design, proposal)	L

RFP Discriminators

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Sec. M, Subfactor 1: "The offeror has demonstrated an acceptable level of understanding of the program requirements when it presents a management approach that is **efficient** and **effective**, while **proactively managing** cost/schedule/ performance and risks in accordance with sound business practices. The approach must provide both contractor and Gov. management **clear visibility** into cost, schedule, performance, testing, and logistics, as well as clear visibility into program risks, while minimizing Gov. oversight and support...."

Past Performance Questionnaire (Sec. L, Atch 3):
" **(4)** Did the contractor proactively manage cost/schedule/ performance and risks?"
" **(5)** Did the contractor provide clear visibility into

Discriminators

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- **Discriminator Example: Systems Integration**
  - **Requirement: Design must fully integrate with existing associated systems**
  - **Risk: Contractor's design doesn't properly integrate with other systems - HIGH**
  - **Discriminator:**
    - » **Technical: Must propose a sound, realistic approach to systems integration for their design**
      - **Strength: Innovative, highly effective approach**
    - » **Technical: Must have min. 2 years of systems integration experience**
      - **Strength: Experience specific to this acquisition**
    - » **Past Performance: How well did they perform systems integration on past and current contracts?**

Discriminators

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- **Steps to development of effective discriminators:**
  - **Develop, through risk analysis, criteria that addresses high program risks:**
    - **Must be important to the program**
    - **Used as tool to reduce risk**
  - **Develop, through market research, min. capability or performance value to apply to criteria:**
    - **Know capabilities of potential offerors**
    - **Set min. too high, no one proposes; too low, everyone is acceptable**
  - **Determine how min. value can be exceeded in a beneficial way, and how it can be captured by the Gov.**

Sec. M Subfactor Example

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SECTION M, Subfactor 1.4 - Experience This subfactor is met when:

(a) The prime contractor has a minimum of one year, within the last three years, of Government or commercial experience as a systems integrator. Laser eye protection systems integrator experience is desirable; and,

(b) The prime or subcontractor has a minimum of one year of Government or commercial experience within the last three years in each of the following:

(1) Standard eyeglass frame or wrap-around frame design and manufacturing experience.

(2) Experience in reflective and/or absorptive technology. Laser eye protection prototyping or production

Sec. L Subfactor Example

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SECTION L, Subfactor 1.4 Offeror(s) shall describe their experience, within the last three years, in the following areas:

(1) Systems integrator (Prime Contractor only). Systems integrator is defined as a prime contractor, working with subcontractor(s) on a system, whose function is total responsibility for integrating the products/ processes/subsystems/ components of the subcontractor(s) into the total system. The systems integrator does not necessarily have to have a separate product/process/subsystem component of the system to be the systems integrator.

(2) Standard eyeglass frame or wrap-around frame design. Offeror(s) are encouraged to include manufacturing experience and prescription eyeglass experience. This experience can include subcontractor experience.

(3) Dielectric stack or dye technology experience. Offeror(s) are

Evaluation Factors & Subfactors

Source Selection Types

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- **Best Value Source Selections (vs Lowest Price):**
  - **Lowest Price/Technically Acceptable (LPTA) - 2 Step**
    - 1: Min. Technically Acceptable (Pass/Fail)
    - 2: Lowest Price among Technically Acceptable
  - **Performance/Price Tradeoff (PPT) - 2 Step**
    - 1: Min. Technically Acceptable (Pass/Fail)
    - 2: Trade-off between Past Performance & Price
  - ★ **Full Trade-Off (FTO) - 1 Step**
    - Trade-off between all 4 Factors

Proposal	Price	Mission Capability/ Tech. Acceptability	Past Performance	Risk
Low Price	√			
LPTA	√	+/-		
PPT	√	+/-	√	
FTO	√	√	√	√

Evaluation Factors

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- **Mission Capability**
  - **Evaluation of offeror's proposal against the Gov.'s minimum performance or capability requirements**
- **Proposal Risk**
  - **Assessment of risks and weaknesses associated with offeror's proposed approach**
- **Past Performance**
  - **Assessment of the degree of confidence the USAF has in an offeror to provide products or services that meet the users' needs (including cost and schedule) based on demonstrated record of performance**
- **Price**
  - **Total proposed price based upon pricing model**

Evaluation Factor Differences

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- **"Experience" example**
  - **MISSION CAPABILITY:** Offeror must have min. experience that is recent and relevant
  - **PAST PERFORMANCE:** "Quality" of recent, relevant experience examined as part of confidence assessment (e.g., late deliveries, poor quality of products)
- **"Risk" example**
  - **PROPOSAL RISK:** Offeror proposing using new, risky technology to meet min. performance requirement
  - **PAST PERFORMANCE:** Assess offeror's relevant past and present work record to determine confidence (or doubt) of offeror to perform as proposed ("Performance Risk")

Evaluation Factors

- **FACTOR: Mission Capability (Technical Team)**
  - **Limited to max. of six subfactors (if FAR 19.1202 applies, one subfactor must address SB participation)**
  - **Subfactor ratings are not rolled up to factor level**
- **FACTOR: Proposal Risk (Technical Team)**
  - **Assessed at Mission Capability subfactor level**
- **FACTOR: Past Performance (PRAG Team)**
  - **Rated at factor level**
- **FACTOR: Cost/Price (Contract/Cost Team)**

GEITA05 Evaluation Factors

311 HSW

Factor 1 - Mission Capability
- **Subfactor 1.1 – Corporate Experience**
- **Subfactor 1.2 – Management Approach**
- **Subfactor 1.3 – Program Manager Experience**
- **Subfactor 1.4 – Small Business Participation**

Factor 2 - Proposal Risk
- **Subfactor 2.1 – Corporate Experience**
- **Subfactor 2.2 – Management Approach**
- **Subfactor 2.3 – Program Manager Experience**
- **Subfactor 2.4 – Small Business Participation**

Mission Capability Ratings

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Blue - Exceptional Exceeds specified min. performance or capability requirements in a way beneficial to the Air Force.

Green - Acceptable Meets specified minimum performance or capability requirements necessary for acceptable contract performance.

Yellow - Marginal Does not clearly meet some specified minimum performance or capability requirements necessary for acceptable contract performance, but any proposal inadequacies are correctable.

Evaluation Subfactors

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- **Mission Capability Subfactors (Con't):**
  - **Sec M should include one of the following:**
    - ★ **Identify thresholds, but not any objectives; will consider any ktr enhancements**
    - » **Identify thresholds & objectives; may evaluate ktr features that exceed thresholds or objectives**
    - » **Identify thresholds & objectives; may evaluate ktr features that exceed thresholds, but not objectives**
  - **"Desirables" are indications of Gov't perceived enhancements; reduces offeror guessing**

Mission Capability Evaluation Narratives

311 HSW

- **Mission Capability:**
  - **Strength:** A significant, outstanding, or exceptional aspect of an offeror's proposal that has merit and exceeds specified performance or capability requirements in a way beneficial to the Air Force, and either will be included in the contract or is inherent in the offeror's process.
  - **Proposal Inadequacy:** An aspect or omission from an offeror's proposal that may contribute to a failure in meeting specified minimum performance or capability requirements.
  - **Deficiency: A material failure of a proposal to meet a Gov. requirement** or a combination of significant weaknesses in a proposal that increases

Proposal Risk Ratings

311 HSW

- **High** ***Likely*** to cause ***significant*** disruption of schedule, increased cost, or degradation of performance. Risk may be unacceptable even with special contractor emphasis and close Government monitoring.

- **Moderate** ***Can potentially*** cause ***some*** disruption of schedule, increased cost, or degradation of performance. Special contractor emphasis and close Government monitoring will probably be able to overcome difficulties.

- **Low** Has ***little potential*** to cause disruption of schedule, increased cost, or degradation of performance. Normal

Proposal Risk Narratives

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- **Proposal Risk:**
  - Discussion of risk includes potential for disruption of schedule, increased cost, degradation of performance, need for increased Gov. oversight, and likelihood of unsuccessful contract performance.
  - Ktr's proposed risk mitigation must be evaluated for each risk, and why it is manageable or not.
  - **Weakness:** A flaw in the proposal that increases the risk of unsuccessful contract performance.
  - **Deficiency:** A material failure of a proposal to meet a Gov. requirement or **a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.**

Technical Evaluation Process

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Evaluator's Process:

1) What is the minimum performance or capability requirement in the Section M evaluation criteria?
2) Does the Offeror's proposal meet, fail to meet, or exceed that min. requirement?
3) Explain how and where in the Offeror's proposal it meets, fails to meet, or exceeds.
4) If it exceeds, does it meet the definition of a "strength"?
5) If a "strength," explain how it is a strength. Listing salient features of proposals as strengths is not enough. Benefits of strengths must be clearly articulated.

Technical Evaluation Process

311 HSW

Evaluator's Process:

6) Describe the risk associated with the Offeror's approach to meeting the Offeror's proposed requirement (vs the RFP's minimum requirement).

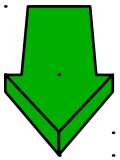
7) What is the schedule, performance, or cost impact of the risk?

8) Does the risk meet the definition of Weakness or Significant Weakness? How?

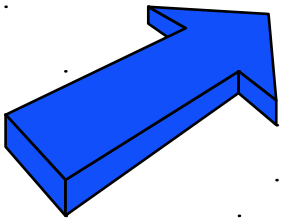
Past Performance Data Sources

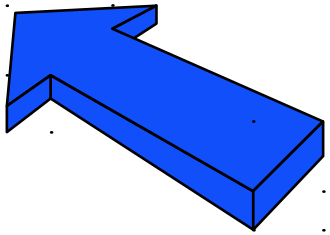
311 HSW

Contractor Past Performance Volume



Performance Data





Other Service/Command/ Agency/Commercial/State or Local Government Questionnaires/ Interviews

Past Performance Information Retrieval System (PPIRS)

Past Performance Information

311 HSW

- Past performance information is one indicator of an offeror's ability to perform the contract successfully
- Recency and relevancy of the information, source of the information, context of the data, and general trends in contractor's performance shall be considered
- Offeror's information on problems encountered on contracts they identify, and the offeror's corrective actions shall be considered when evaluating the offeror's past performance

Typical Past Performance Evaluation Process

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- Offerors requested in solicitation to ID ten of their most relevant contracts w/i the **past three years**
- PRAG gathers information on these and others (thru PPIRS, questionnaires, etc.)
- Contract performance for each is assessed
- Each are assigned relevancy rating
- Past Performance assessment is weighted with contract performance from most relevant, most recent contracts
- One final Past Performance assessment is given for each Offeror

Past Performance
Contract Performance Ratings

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EXCEPTIONAL - Performance meets contractual requirements and exceeds many requirements to the Gov.'s benefit. The contractual performance of the element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.

VERY GOOD - Performance meets contractual requirements and exceeds some requirements to the Gov.'s benefit. The contractual performance of the element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.

SATISFACTORY - Performance meets contractual requirements. The contractual performance of the element being assessed contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.

MARGINAL - Performance does not meet some contractual requirements. The contractual performance of the element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions or the contractor's proposed actions appear only marginally effective or were not fully implemented.

UNSATISFACTORY - Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element being assessed contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.

Past Performance Relevancy Definitions

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HIGHLY RELEVANT - The magnitude of the effort and the complexities on this contract are essentially what the solicitation requires.

RELEVANT - Some dissimilarities in magnitude of the effort and/or complexities exist on this contract, but it contains most of what the solicitation requires.

SOMEWHAT RELEVANT - Much less or dissimilar magnitude of effort and/or complexities exist on this contract, but it contains some of what the solicitation requires.

NOT RELEVANT - Performance on this contract contains relatively no similarities to the performance required by the solicitation.

Past Performance Ratings

311 HSW

• **Exceptional/ High Confidence**	• Based on the offeror's performance record, **essentially no doubt** exists that the successful offeror will successfully perform the required effort.
• **Very Good/ Significant Confidence**	• Based on the offeror's performance record, **little doubt** exists that the offeror will successfully perform the required effort.

Past Performance Ratings

311 HSW

- **Satisfactory/ Confidence**
  - Based on the offeror's performance record, **some doubt** exists that the offeror will successfully perform the required effort.
- **Neutral/Unknown Confidence**
- **No performance record identifiable** (see FAR 15.305(a)(2)(iii) and (iv)). .

Past Performance Ratings

311 HSW

- **Marginal/Little Confidence**
  - Based on the offeror's performance record, **substantial doubt** exists that the offeror will successfully perform the required effort. Changes to the offeror's existing processes may be necessary in order to achieve contract requirements.
- **Unsatisfactory/No Confidence**
  - Based on the offeror's performance record, **extreme doubt** exists that the offeror will successfully perform the

Evaluation of Past Performance

311 HSW

Offeror	A	B
No. of PPI	20	1
Contract Rating	Exceptional	Very Good
PP Assessment?	HC?	C?
Relevancy	SR	HR
Recent?	>3 yrs ago	Current
Incumbent?		X
PP Assessment?	LC?	SC?

Overall Assessment

Factor/Subfactor Order of Importance

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- **RFP Section M, Evaluation Factors for Award, *SHALL* specify order of importance, including subfactors and elements, if used**
- **Past performance *SHALL* be at least as important as the most important non-cost factor**
- **All evaluation factors (other than cost or price), when combined, are:**
  - **Significantly more important than cost or price;**
  - **Approximately equal to cost or price; or**
  - **Significantly less important than cost or price**
- **Order of importance is needed when trade-offs are to be used**

GEITA05
Factors/Subfactors

311 HSW

- **RFP Section M ('Evaluation Factors for Award') specifies order of importance:**
  - Mission Capability, Proposal Risk, and Past Performance are of **equal** importance. Cost/Price is **significantly less** important.
  - Mission Capability, Proposal Risk, and Past Performance, when combined, are **significantly more** important than Cost/Price.
  - The four Mission Capability and Proposal Risk subfactors are in **descending** order of importance.

GEITA05 Relative Importance of Factors/Subfactors

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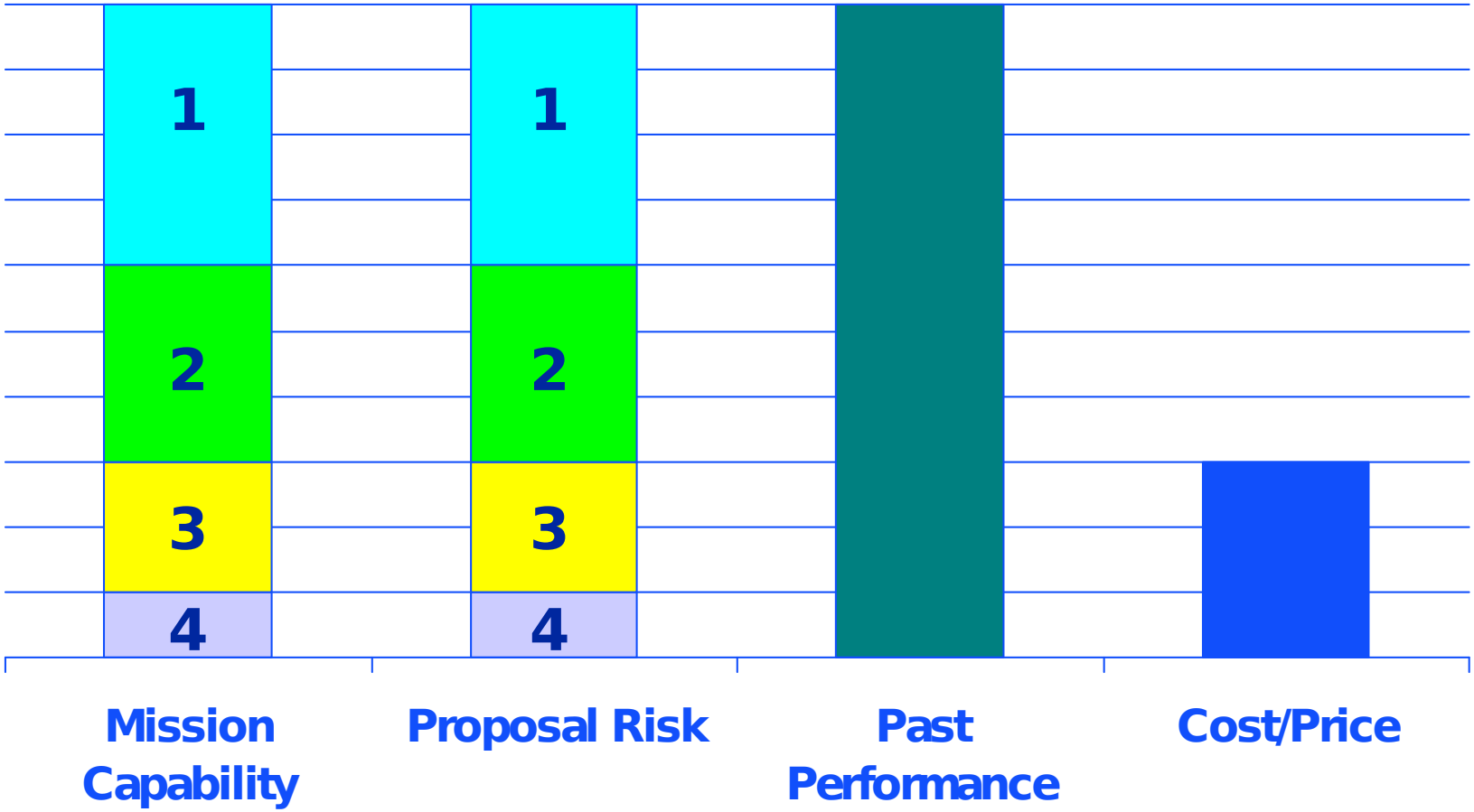

Overall Assessment
Example - Final Evaluation

311 HSW

	OFFEROR A	OFFEROR B	OFFEROR C
FACTOR 1			
MC.1 Orgn Exp	B	R	B
MC.2 Reqmts	G	G	B
MC.3 SB/SDB	G	G	G
FACTOR 2			
PR.1 Orgn Exp	L	H	L
PR.2 Reqmts	L	M	L
PR.3 SB/SDB	L	L	L
FACTOR 3			
Performance Confidence Assessment (PCA)	SC	C	HC
FACTOR 4			
Total Evaluated Price ($M)	298	425	324
Awardable w/o Discussions?	YES	NO	YES

Which Offeror should be awarded the contract?

Without entering into discussions, Offeror B's proposal is unawardable.
Differences between Offerors A and C:

Offeror C has a "Blue" for Mission Capability Subfactor 2 vs "Green" for A

Offeror C has a PCA of "HC" vs Offeror A with a "SC"

Offeror C has a Price 9% higher than Offeror A

Evaluation Principles

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Source selection is a process of discrimination:

- All offerors come into the process with a clean slate
- If source selection is properly structured and conducted:
  - - Offerors who are too expensive, too risky, don't understand the requirements, will drop to the bottom
  - - Offerors who have superior ideas, excellent past performance, low costs will rise to the top
  - - Offerors who are OK or mediocre, will be in the middle
- Worst case for source selection: all green, all blue, or all red

Exchanges & Evaluation Notices

Exchanges After Proposal Receipt

311 HSW

Sec. M, M002(g) Discussions

"The Government intends to evaluate proposals and award contracts without discussions with Offerors (except clarifications as described in FAR 15.306(a)). Therefore, the Offeror's initial proposal should contain the Offeror's best terms from a technical and Price standpoint. The Government reserves the right to conduct discussions if the Contracting Officer later determines them to be necessary…."

Exchanges After Proposal Receipt

311 HSW

- **Clarifications** - when awarding without discussion, clarifications are the only exchange conducted after receipt of proposals
- **Communications** - conducted in an attempt to establish competitive range
- **Discussions** - are held after the competitive range determination

Exchanges - Clarification

311 HSW

- **FAR 15.306(a)(2): "If award will be made without conducting discussions, offerors may be given the opportunity to clarify certain aspects of proposals (e.g., the relevance of an offeror's past performance information and adverse past performance information to which the offeror has not previously had an opportunity to respond) or to resolve minor or clerical errors."**

Exchanges - Discussions

311 HSW

- **Exchanges are considered Discussions when the Government allows:**
  - **Proposal revisions to occur**
  - **Proposal deficiencies to be corrected**
  - **Material omissions to be corrected**
  - **Technical or cost aspects to be materially altered**
- **Discussions occur with all offerors in the competitive range, to varying degrees**

Evaluation Notices (ENs)

311 HSW

- **<u>Evaluation Notice:</u> Exchanges with offerors for purposes of <u>Clarifications</u>, <u>Communications</u>, or <u>Discussions</u>. SSET inquiries to offerors to better understand offeror proposals, or to notify offerors about deficient aspects of their proposals.**

  NOTE: ENs which result from deficiencies in the offeror's proposal must be clearly identified to the offeror as deficiencies.

- **ENs may also be used to communicate with offerors on issues of compliance with the requirements of the RFP other than evaluation factors.**

Evaluation Notice Form

311 HSW

EVALUATION NOTICE (EN)

_____FAR 15.306(a) Clarification **Offeror_____**

_____FAR 15.306(b) Communications Control#_____

_____FAR 15.306 (c) Discussions

_____Deficiency

RFP REFERENCE *(Specify RFP paragraph number, Section M reference, etc.)*
GOVERNMENT COMMENT:

Factor _____

Subfactor _____

Element _____

PROPOSAL REFERENCE: *(Specify offeror's document, Proposal Volume, paragraph, and page number)*

SUMMARY: Description of issue in question and specific request for additional/supplemental information needed to clarify or correct the issue. Include references to the solicitation if necessary.

EVALUATOR:

OFFEROR RESPONSE:

Summary

Keys to Successful Source Selection Evaluations

311 HSW

- Gov't evaluates proposals against the RFP, not against each other
- Documents how minimum requirements were met, exceeded, or failed
- Risks, weaknesses, strengths, inadequacies must be consistent with RFP requirements
- Benefits of strengths and impacts of risks help support trade-off decisions
- Gov't evaluates all proposals